

DEPARTMENT OF THE ARMY

OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

JAN 3 1 2005

The Honorable Duncan Hunter Chairman Committee on Armed Services United States House of Representatives Washington, DC 20515-6035

Dear Mr. Chairman:

This is in response to the requirement in Senate Report #108-260 of the Fiscal Year 2005 National Defense Authorization Act concerning Central Management of Installations.

The enclosed report addresses the five areas described on page 442 of the Senate Report.

Sincerely,

Saffrey S. Prosch

Principal Deputy Assistant Secretary of the Army (Installations and Environment)

Enclosure

cc: The Honorable Ike Skelton

Ranking Member

Report to Congress

Central Management of Installations

Background: The following is an excerpt from page 441, Items of Special Interest, Senate Report 108-260, National Defense Authorization Act for Fiscal Year 2005, Committee on Armed Services, May 11, 2004

Central management of installations

In October 2002, the Secretary of the Army activated the Installation Management Agency (IMA) within the Department of the Army to be solely responsible for management of all Army Active and Reserve installations worldwide. The goal of the program was to ensure a standard and equitable delivery of services and resources to each installation, while reducing overhead costs and redundant installation support activities. The IMA is charged with establishing facility base operations support requirements, advocating for resources within the Department of the Army, and funding facility projects and base operations support accounts annually to satisfy requirements. The Secretary of the Navy established a similar organization under the Commander, Navy Installations (CNI), in October 2003.

The committee is concerned that the process for resource allocation by these centrally managed agencies is continuing to result in chronic under funding of facility sustainment and base operating accounts. The ability of installation commanders to respond to urgent mission and facility requirements by quickly reallocating funds at the installation level has been curtailed in favor of a centrally managed decision making process. Installations that require a higher degree of resource allocation due to their unique mission, such as the U.S. Military Academy and the U.S. Naval Academy, are now competing for resources with dissimilar installations.

Therefore, the committee directs the Secretaries of the Army and Navy, each to submit a report to the committee by February 1, 2005 that describes:

- 1) The resource allocation and prioritization process for disbursement of funds to each installation;
- 2) The consideration of the impact of an installation's mission to each service's overall mission;
- 3) The consideration given to the facility and base operating support requirements for installations with unique missions or substantially greater requirements;
- 4) The authority granted to installation commanders to quickly reallocate local funds to carry out urgent facility and installation support requirements;
- 5) A comparison and assessment by each major installation of the amount obligated for base operating support and facility sustainment accounts in fiscal years 2003 and 2004.

1. THE RESOURCE ALLOCATION AND PRIORITIZATION PROCESS FOR DISBURSEMENT OF FUNDS TO EACH INSTALLATION

The programming and budgeting development did not change for the Army. The output from various models provides the baseline for Army validated Base Support requirements that compete with other requirements toward balanced and executable programs that comprise the President's Budget.

The process for resource prioritization and allocation is a combination of model driven requirements based on installation population and facilities data, prior budget execution and corporate assessments adjusting for installation and mission support specific requirements.

The primary models for the development of requirements are the DoD Facilities Sustainment Model (FSM) for the sustainment portion of facilities Sustainment, Restoration, and Modernization (SRM) and the Army Installation Management – Headquarters Information (AIM-HI) model for Base Operations Support (BOS). The FSM develops annualized estimates for funds needed to maintain each type of infrastructure at an installation based on specific characteristics such as facility classification, major components within the facility, and installation location over the facility life cycle using the projected Real Property Inventory. The projected inventory makes adjustments for approved new construction projects, anticipated disposals, and any known mission realignments. These annualized total life cycle costs and the associated cost factors are updated annually based on industry data. The resulting annual facility sustainment dollar requirements are identified at the facility classification level for each installation.

The Army's AIM-HI model develops estimates of requirements for BOS services based on a variety of variables including population, actual costs incurred in the performance of services, size, and dollars required to accomplish the total requirement Functional representatives from across the Army Staff review the output of the models. The Deputy Assistant Secretary of the Army for Cost and Economics provides cost factors for the Army supply adjustments based on known changes that would affect costs, such as new construction, changes in missions, or implementation of new programs.

After submission of the annual appropriation request and prior to execution of the resultant appropriations, the IMA, in its role as an executing agency, again reviews the garrison requirements data. This provides another opportunity to review the requirements in light of possible changes in installation mission since the data were developed for the budget. IMA also considers unique mission support requirements and recent budget execution history when establishing the allocation of appropriated funds to installations. This is an iterative process that requires the involvement of IMA headquarters, IMA regions, and garrison leaders, working together to achieve equitable distribution of funds that meets mission support requirements across Army installations.

In addition to monitoring execution of funds throughout the year, IMA conducts a formal mid-year review and adjustment. During this review, mission and Garrison Commanders review their available funding and reassess what must be accomplished both from a mission and a Base Support perspective. This reassessment is performed at levels from installation up the chain of command to Army leadership and realignments are made as deemed necessary.

At the end of the fiscal year, Base Support requirements are identified and ranked in a process similar to the mid-year review. Final adjustments are made, if needed, and projects are executed as funding becomes available.

2. THE CONSIDERATION OF THE IMPACT OF AN INSTALLATION'S MISSION TO EACH SERVICE'S OVERALL MISSION

First and foremost, Headquarters Department of the Army (HQDA) and IMA have ensured that lines of communication are wide open among mission commanders, IMA, and HQDA. The core mission for IMA is to provide sustained Base Support to mission units assigned to the garrison. The IMA senior leadership responds to multiple communications from senior mission commanders on any given day. HQDA and IMA also hold multiple routine Installation Management Board of Directors and Executive Committee Meetings as well as video teleconferences with senior Army commanders to ensure appropriate consideration is given to installation missions in concert with overall Army priorities. IMA's current top priority, consistent with that of HQDA, is to support the Global War on Terrorism (GWOT).

3. THE CONSIDERATION GIVEN TO THE FACILITY AND BASE OPERATING SUPPORT REQUIREMENTS FOR INSTALLATIONS WITH UNIQUE MISSIONS OR SUBSTANTIALLY GREATER REQUIREMENTS

Differences between installations occur from many factors including supported missions, installation location, and condition of the services at the garrison. Specific consideration is given to select installations

For example, the Competitive Sustainment Level (CSL) was developed for the U.S. Military Academy (USMA) so that USMA facilities will be on a comparable basis with other colleges and universities. Funding for the Garrison, West Point, has been increased due to consideration of the CSL requirements.

Another example is Fort Greely, Alaska. Fort Greely was previously planned for realignment during the BRAC process but is being retained for use by Space and Missile Defense Command. Funding requirements have been identified for this unique mission.

4. THE AUTHORITY GRANTED TO INSTALLATION COMMANDERS TO QUICKLY REALLOCATE LOCAL FUNDS TO CARRY OUT URGENT FACILITY AND INSTALLATION SUPPORT REQUIREMENTS

Installation Commanders continue to set priorities and issue guidance to Garrison Commanders in carrying out urgent facility and installation support requirements and rate Garrison Commanders' performance as before the creation of IMA. Installation Commanders no longer directly control facility and installation support funds. IMA Garrison Commanders execute base support funds control responsibility in accordance with Installation Commanders' priorities and IMA fiscal and policy guidance.

Garrison Commanders have flexibility within prescribed limits to quickly realign garrison funds and IMA has similar flexibility to move funds among garrisons to meet critical mission support needs. In fiscal year 2004, garrisons were restricted from reprogramming environmental and force protection funds in accordance with Army priorities.

5. A COMPARISON AND ASSESSMENT BY EACH MAJOR INSTALLATION OF THE AMOUNT OBLIGATED FOR BASE OPERATING SUPPORT AND FACILITY SUSTAINMENT ACCOUNTS IN FISCAL YEARS 2003 AND 2004

It should be noted that a complete comparison and assessment of fiscal year 2003 versesfiscal fear 2004 cannot be performed as the method of distribution of funds varied during these two years. Fiscal year 2003 was the last year that funds were distributed and was managed by the various Major Commands (MACOM). Fisacl year 2004 was the first year in which distribution was managed by the IMA. As noted in Paragraph 1 of this report resource prioritization and allocation is a combination of factors: model driven requirements, prior budget execution, and corporate assessments adjusting for installation and mission support specific requirements. The creation of the IMA will ensure an equitable allocation of resources to Army Active and Army Reserve installations worldwide from this point forward. Data that following indicates the dollars executed during fiscal year 2003 and fiscal year 2004 for the base operating support and facility sustainment accounts. Please note fiscal year 2003 data is distorted as each MACOM had differing rules on GWOT funding provided which can not be adequately filtered out of expenditures.

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|---|--------------------|--|--|--|--|---|--|--|
| (Carrison | deletening | DOMESTICAL SERVICES | | edition) with denote near nek like | Environmental construction of the second | FV0K1=769000 | AND THE STREET | PROTECTION OF THE PERSON OF TH |
| NERO 11 THE STATE OF THE PARTY | | \$ | 1,121,493 | \$ | 1,060,463 | | | 31,610 |
| | BOS | \$ | 908,769 | \$ | 877,865 | dental and the second second control of the second | and designation of the second | 12,155 |
| | SRM | \$ | 212,724 | \$ | 182,598 | 2 | - | 19,455 |
| | | | | | | | | |
| Joint Personal Property Shipping Office | | 190 | | - 55 | 4),3192 | | | |
| Office | Bos | S | 4,200 | \$ | 4,302 | | | |
| <u> </u> | | | ., | | .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | | | |
| National Capital Region | | 3 (6) | | - 8 | | | | |
| · · · · · · · · · · · · · · · · · · · | BOS | | | \$ | 14,319 | | | |
| | | | | | | | | |
| Northeast Region Centrally Managed F | | 1914.3 | | 333 | | | | |
| | BOS | <u> </u> | ····· | \$ | 9,980 | | | |
| | (2004) | ************************************** | | and the second s | | | - | |
| USAG Aberdeen Proving Grounds | (EUT) BOS | | 100 100 | <u> </u> | 130 770 | | - | |
| | SRM | \$ \$ | 128,169 33,219 | \$ \$ | 130,779 20,272 | | _ | ······································ |
| | J SKIVI | | 33,213 | <u> </u> | 20,212 | | | *************************************** |
| USAG Adelphi (EXX) | | | 74 <u>5</u> 8357.1 | 3 4.9 | ~~~ <u>~</u> {}4 <u>}49:</u> 1;} | | | |
| | BOS | \$ | 41,701 | \$ | 29,834 | | | . |
| | SRM | \$ | 8,193 | \$ | 3,161 | | | |
| | | | | <u> </u> | *************************************** | | | |
| USAG Carlisle Barracks (E02) | | 136.50 | | | | | | |
| | BOS | \$ | 17,688 | <u> </u> | 15,129 | | | |
| | SRM | \$ | 1,774 | \$ | 1,632 | | | |
| | | consider March Ar. | and the second of the second o | 0.000.000/70000000 | The state of the s | | | |
| USAG Fort A P Hill (E14) | <u> </u> | 125-3-2 | SOCIOSION SERVICE SERV | • | <u> </u> | | | |
| | BOS | \$ | 18,439 | \$ \$ | 20,515 | | | |
| | SRM | P | 3,852 | Ф | 2,558 | | | |
| USAG Fort Belvoir (E13) | | 7.50 | SETTAL. | | Secretary (Secretary) | | | |
| 00/10/10/10/10/10/10/10/10/10/10/10/10/1 | BOS | \$ | 64,370 | \$ | 66,117 | | | |
| | SRM | \$ | 13,177 | \$ | 16,503 | | | |
| | **** | | | | | | | |
| USAG Fort Dix (R01) | | (A) (A) | | 5 | | \$ 454.05 | | as Sciid |
| | BOS | \$ | 6,307 | \$ | 7,355 | <u> </u> | ····· | 12,155 |
| | SRM | \$ | * | \$ | - | \$ 21,392 | \$ | 19,455 |
| | | 455.0000 PECONO | Section Control of the Control of th | 1500001/600P 780001/A00 | | | - | |
| USAG Fort Drum (E04) | | | 36/26/2 | ļ | 27,788 | | | |
| | BOS | \$ | 82,027 | <u>\$</u> | 77,432 | | | |
| | SRM | \$ | 14,410 | \$ | 19,801 | | | |
| USAG Fort Eustis (E05) | * | \$ | i i paida | | 7/4,67/4 | | | |
| יייייייייייייייייייייייייייייייייייייי | BOS | \$ | 61,990 | \$ | 60,447 | | | |
| | SRM | \$ | 19,575 | 4 | 14,227 | | 1 | |
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| | production of the processor | 47 (2) (48 (8) | | | | | (1018): THE |
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| USAG Fort Hamilton (E16) | | | 246 (544) | | 20/3[30] | | Color de Co |
| | BOS | \$ | 19,609 | ļ | 15,506 | | |
| | SRM | \$ | 6,732 | \$ | 4,874 | | |
| | | | | | | 100000000000000000000000000000000000000 | |
| USAG Fort Lee (E06) | | adia dia mana | | • | 73.61E | | |
| | BOS | S | 60,352 | | 62,627 | | |
| | SRM | S | 12,389 | \$ | 10,988 | | |
| USAC Fort Mondo (E1E) | | | | C | × | | |
| USAG Fort Meade (E15) | BOS | | | | 16 GE | | |
| | SRM | \$ \$ | 58,894 | S | 53,884 | | |
| | SKIVI | • | 12,787 | 3 | 9,711 | | |
| USAG Fort Monmouth (E07) | | | ************************************** | | See Sylve, Gran | | |
| | BOS | \$ | 57,145 | 10 0 0 0 to 10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | 62,863 | | |
| | SRM | \$ | 9,113 | \$ | 11,828 | | |
| | | | | | 7 , | | |
| USAG Fort Monroe (E08) | | | station of the state of the sta | rica, polisio | | | |
| - | BOS | \$ | 29,618 | \$ | 21,939 | | |
| | SRM | \$ | 8,563 | \$ | 4,618 | | |
| | | | | | | | |
| USAG Fort Myer (E17) | | | antre Me | 947S | 5 5 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | | |
| | BOS | \$ | 54,295 | | 43,270 | | |
| | SRM | \$ | 12,918 | \$ | 5,097 | | |
| | | | Y STATE OF THE STA | Secretarion Conserva | and the second s | · · · · · · · · · · · · · · · · · · · | |
| USAG Natick (E09) | | | | 16 | | | · · · · · · · · · · · · · · · · · · · |
| | BOS | \$ | 17,923 | S | 41,337 | | |
| | SRM | \$ | 2,314 | \$ | 2,361 | | |
| USAG Picatinny (E10) | | | | (Z.) | 67288 | | |
| OSAG Ficatility (E10) | BOS | | 73,102 | | 51,709 | | |
| | SRM | <u>\$</u> \$ | 10,032 | \$ \$ | 10,652 | | |
| | O) (IVI | Ψ | 10,002 | Ψ | 10,002 | | |
| USAG West Point (E12) | | jelionerij undersood | 4 (4) (5) (5) | (; | KZACKI: | | |
| | BOS | \$ | 112,940 | \$ | 88,521 | | |
| | SRM | \$ | 43,676 | \$ | 44,315 | | |
| | | · | | | | | |
| SERO | | \$ | 1,206,442 | \$ | 1,260,975 | | |
| | BOS | \$ | 1,003,279 | \$ | 1,014,028 | | |
| | SRM | \$ | 203,163 | \$ | 246,947 | | *************************************** |
| | | | | | | | |
| Southeast Region Centrally Managed P | ograms | \$ | | 5 | 1,796 | | |
| (110) | BOS | | | | 1,796 | | |
| | DUS | | | \$ | 1,/90 | | |

| | igungski og et i 1922 i 1921 Sa 62-cik 1451 istog 1921 | | | ents i cosó es támila stop pest. | Decree? document of separation by the separation of the separation | NOM (496-27-296-3) L. D. B. Martin (1979-1979-30-30-30-30-30-30-30-30-30-30-30-30-30- | Material) |
|--|---|-------------------|---|---|--|---|---------------------|
| Garrison (Transport Control of the C | APACHEGOS | | aranina) | 5.07 | | AUKIERGATION | F3/07/E370តវេប្រការ |
| USAG Fort Benning (S01) | | - (5 | 178,863 | 3 | ्रा संस्थान | | |
| | BOS | \$ | 155,700 | · | 129,978 | | |
| | SRM | \$ | 23,263 | \$ | 35,385 | | |
| USAG Fort Bragg (S02) | | | ************************************** | - 5 | 72410777 | | |
| | BOS | \$ | 139,068 | \$ | 164,162 | | |
| | SRM | \$ | 31,744 | \$ | 56,915 | | |
| USAG Fort Buchanan (S03) | | 4.7 | odersty, V. S. G. L. | | 25771189 | | - |
| USAG FOIL Buchanan (303) | BOS | S | 42,309 | S | 37,053 | | |
| | SRM | S | 5,030 | \$ | 4,110 | | |
| | | | *************************************** | * | | | |
| USAG Fort Campbell (S04) | | Straft Miller | | 1 | | | |
| | BOS | \$ | 100,234 | \$ | 111,446 | | |
| | SRM | \$ | 25,700 | \$ | 30,454 | | |
| USAG Fort Gordon (S05) | | 1000-1200 | | 300004.75 | | | |
| 007,07,07,007,000, | BOS | \$ | 65,574 | \$ | 63,123 | | |
| | SRM | \$ | 15,103 | \$ | 17,123 | | |
| | | | | | | | |
| USAG Fort Jackson (S06) | | | | ļ | | | |
| | BOS | \$ | 80,048 | \$ | 83,423 | | |
| | SRM | \$ | 12,210 | \$ | 16,259 | | |
| USAG Fort Knox (S07) | | | SAMPAGAIS | 4.7 | | | |
| | BOS | \$ | 91,680 | \$ | 85,476 | | |
| | SRM | S | 21,245 | \$ | 27,760 | | |
| 110 t 0 F 1 11 D | | econolet anderes | | 274000000000000000000000000000000000000 | | | |
| USAG Fort McPherson (S08) | <u> </u> | | | | | | |
| | BOS SRM | \$ \$ | 49,555 9,356 | \$ \$ | 51,691 7,861 | | |
| | JI JI JI | <u> </u> | 3,330 | Ψ | 7,001 | <u></u> | |
| USAG Fort Rucker (S11) | | | 72.76.66 | | 74.72.63 | | |
| | BOS | S | 68,066 | \$ | 61,102 | | |
| | SRM | S | 11,490 | S | 10,143 | • | |
| | | advent manifestor | | 64620000F**40000 | | | |
| USAG Fort Stewart (S12) | | <u>}</u> | | | | | |
| | BOS | \$ | 91,325 | S | 103,319 | | |
| | SRM | S | 22,111 | S | 23,412 | | |
| USAG Miami (S09) | | 5 | ###################################### | \$ | 15(80); | un alteriales es la colonia de la colonia | |
| COAO main (COO) | BOS | S | 18,530 | S | 15,806 | | |
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| Garrison - All State of the same | Parioniem - | ### 3 70 | edektanian) | 20013V | r Eranio | 2(370 | | LEVOZAGECTECTOR | | |
| USAG Redstone (S10) | | Acceptance of | W. The state of th | | | | | | | |
| | BOS | \$ | 101,190 | S | 105,653 | | | | | |
| | SRM | \$ | 25,911 | \$ | 17,525 | in the second | | | | |
| NWRO " | | \$ | 601,202 | \$ | 596,434 | \$ | 50,694 | \$ | 54,189 | |
| | BOS | \$ | 495,866 | \$ | 468,857 | \$ | 26,513 | \$ | 26,936 | |
| | SRM | \$ | 105,336 | \$ | 127,577 | \$ | 24,181 | \$ | 27,253 | |
| 118 A C D (O00) | *** | 5.000 Miles | \$ | 6.85 object "Goods | | <u> </u> | | | | |
| USAG Dugway (O02) | BOS | S | 0.000-11-0-1000000-0-0-0-0-0-0-0-0-0-0-0 | \$ | Control of the Contro | | | | | |
| | SRM | S | 43,936 8,592 | \$ | 26,252 8,957 | <u> </u> | | | ···· | |
| | OFTIVE | - | 0,032 | 9 | 0,801 | ļ | | | | |
| USAG Fort Carson (O01) | | A 9/3 | isanii (yaki) | TO KI | a antiggila | | · · · · · · · · · · · · · · · · · · · | | | |
| | BOS | \$ | 82,118 | \$ | 97,511 | | | | · | |
| | SRM | \$ | 22,160 | \$ | 20,994 | | | ļ | | |
| | | | | | | | ************************************** | | | |
| USAG Fort Leavenworth (O03) | | | | -1,50 | es es es a la l | | | | | |
| | BOS | \$ | 34,747 | \$ | 30,456 | | | | | |
| | SRM | \$ | 9,445 | \$ | 11,041 | ļ | | | | |
| | | Land of the constraint | out the country of the state of | Section of the Section | | | *************************************** | ļ | ·· | |
| USAG Fort Leonard Wood (O04) | | · | e de la company de la comp | | | | | ļ | | |
| | BOS | S | 100,776 | \$ | 92,749 | | | | | |
| | SRM | S | 17,107 | S | 29,208 | | | | | |
| USAG Fort Lewis (O05) | | | Zakyany) | | | | ······ | | | |
| OCAG FOR LEWIS (COS) | BOS | \$ | 113,312 | S | 120,158 | | | ļ | | |
| | SRM | \$ | 20,780 | \$ | 33,467 | | | ļ | | |
| | | | | <u> </u> | | | | ! | ····· | |
| USAG Fort McCoy (R02) | • | grafig Japan | Property (SIDAR) | | 177.E | | | (3868) | | |
| | BOS | \$ | 5,006 | \$ | 6,795 | \$ | 26,513 | S | 26,936 | |
| | SRM | \$ | 35 | S | - | \$ | 24,181 | S | 27,253 | |
| | | | **** | | | | | | | |
| USAG Fort Riley (O06) | | | *****/ <u>(}4:7/0</u> | 5 | The state of the s | | | | | |
| | BOS | \$ | 59,506 | \$ | 62,124 | | | | | |
| | SRM | S | 17,464 | \$ | 17,939 | | ······ | | | |
| USAG Selfridge (O08) | | | | 5 | 3 3 41377 : 63 | | | | | |
| OSAG Semidge (Odd) | BOS | \$ | 56,465 | \$ | 32,812 | | | | · | |
| | SRM | \$ | 9,753 | \$ | 5,971 | | | | ······································ | |
| | -, 1,77 | * | J,, 00 | _ | 0,011 | | | | | |
| *************************************** | <u> </u> | | ······································ | | | | | | | |
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| CHINISTON AND EAST OF THE PARTY OF THE | alianan | 61570 | 45777700076 | (\$181HY) | A STERMING | TANKE TERRITOR | EXAMPLE COMMONDE |
| SWRO | | \$ | 921,598 | S S | 887,115 | | |
| | BOS | \$ | 729,116 | \$ | 694,914 | | |
| *************************************** | SRM | \$ | 192,482 | \$ | 192,201 | | |
| | | | | | | | |
| Southwest Region Centrally Managed P (112) | 'rograms | 9 | districtions of the | 45 | 3 (450) | | |
| 1012/ | BOS | 201323743244400 | | S | 3,150 | | |
| | | | ····· | | | | |
| | | | | | | | |
| USAG Fort Bliss (T01) | | | | S | | | |
| | BOS | \$ | 88,423 | \$ | 67,974 | | |
| | SRM | <u> </u> | 26,909 | \$ | 33,463 | | |
| | | | | | | | |
| USAG Fort Hood (T02) | | ļ | #41 <u>446164</u> 8 | | ************************************** | | |
| *************************************** | BOS | \$ | 128,784 | \$ \$ | 148,523 | | |
| | SRM | \$ | 29,080 | | 31,470 | | |
| USAG Fort Huachuca (T03) | ····· | e troi Spring | 000 00 V - E-20 - V - F-40 | 2007 (- 2007) | | | |
| OSAG FORTIGACITACA (100) | BOS | \$ | 55,837 | \$ | 54,763 | | |
| | SRM | \$ | 8,119 | \$ | 11,805 | | |
| | | | | | | | |
| USAG Fort Irwin (T04) | | 128333 | | | or straight | | |
| | BOS | \$ | 71,186 | \$ | 66,555 | | |
| | SRM | S | 16,065 | \$ | 12,555 | | |
| | | | | | Name of the Control o | | |
| USAG Fort Polk (T05) | | ed ne | tenderugs | | | | |
| | BOS | S | 84,832 | <u> </u> | 75,620 | | |
| | SRM | \$ | 27,032 | \$ | 24,015 | | |
| USAG Fort Sam Houston (T07) | *************************************** | | : : : : : : : : : : : : : : : : : | | | | |
| ODAO I OR OBINI II DUSION (101) | BOS | S | 73,534 | S | 84,977 | | |
| | SRM | S | 15,604 | S | 13,899 | | |
| | | | | | | | |
| USAG Fort Sill (T08) | | -33 | | | | | |
| | BOS | \$ | 72,911 | \$ | 71,498 | | |
| | SRM | S | 22,666 | \$ | 23,635 | | |
| | | Processing and Processing and American | St. Co. 200 Secure of Printer and Constitution and Consti | Solitolog Small November | ing district of the second | | |
| USAG Presidio of Monterey (T06) | | | | | 7,57,47,7 | | |
| | BOS | \$ | 41,485 | \$ | 34,369 | | |
| | SRM | S | 5,013 | \$ | 7,045 | | |
| USAG White Sands (T09) | | | | | | —————————————————————————————————————— | ····· |
| ODAO Wille Galida (103) | BOS | \$ | 82,984 | S | 64,214 | | |
| | SRM | \$ | 31,709 | \$ | 25,942 | | |

| | (Care production and conversion for | | | (igia)Ficial | 711 | | aliteritation (e.e.) |
|---|-------------------------------------|--|--------------------------------------|--|--|-------------|--|
| | | 5 1570k | Granilar | military to construct the signal of a proper | t is silven an sout at a direct income to since service considerate. | BANGETHING. | GOZ, TEST, GOST, SCOCK SCOCK SPACE BASES TO CONTRACT BASES AND |
| USAG Yuma (T10) | | 13 | 319,4726 | 2000 2000 2000 2000 | 31,643 | | |
| | BOS | S | 29,140 | \$ | 23,271 | | |
| | SRM | \$ | 10,285 | S | 8,372 | | |
| EURO | | \$ | 849,040 | \$ | 1,048,724 | | |
| | BOS | - Shaharan kan kan kan kan kan kan kan kan kan k | 660,738 | Signature in the Constitute | 853,711 | | |
| | SRM | \$ \$ | 188,302 | \$ \$ | 195,013 | | |
| | JIM | Ψ | 100,302 | φ | 193,013 | | |
| Chievres Area 80 th ASG (U04) | | | | S. | a a a a a a a a a a a a a a a a a a a | | |
| | BOS | \$ | 45,248 | \$ | 42,353 | | |
| | SRM | \$ | 5.726 | \$ | 5,195 | | |
| | | <u> </u> | | | | | |
| Europe Region Centrally Managed Pro | grams (115) | | | | | | |
| | BOS | | | \$ | 183,571 | | |
| | SRM | | | \$ | 109 | | |
| | | | | | | | |
| Grafenwoehr Area 100 th ASG (U06) | | 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | ii beyeya | \$ | | | |
| | BOS | \$ | 90,885 | \$ | 85,616 | | |
| | SRM | \$ | 26,852 | \$ | 33,740 | | |
| Hanau Area 104 th ASG (U07) | | 146 | @4 [];];}43 ; } | | | | |
| | BOS | \$ | 136,767 | \$ | 142,171 | | |
| | SRM | \$ | 31,585 | \$ | 35,999 | | |
| Heidelberg Area 26 th ASG (U03) | | | | | (17) | | |
| Treidelberg Area 20 Add (000) | BOS | S | 164,961 | \$ | 170,539 | | |
| | SRM | S | 59,357 | S | 57,628 | | |
| | J | - | 00,000 | <u> </u> | 07,10=0 | | |
| Stuttgart Area 6th ASG (U01) | | | (2):(0):(2) | | # (FE) (E) (F) | | |
| | BOS | S | 45,077 | \$ | 49,383 | | |
| | SRM | Ş | 23,012 | S | 18,804 | | |
| | | | No. 11 a Santoneman, period personal | or sources from the man factors | Joseph Johnson (2004) | | |
| Vicenza Area 22 nd ASG (U02) | | | / EEEIO | \$ | 0.000 | | |
| | BOS | \$ | 44,645 | \$ | 50,804 | | |
| | SRM | \$ | 15,195 | S | 8,706 | ····· | |
| Wuerzburg Area 98 th ASG (U05) | | | SAFETTEN | | | | |
| | BOS | \$ | 133,155 | \$ | 129,274 | | |
| | SRM | \$ | 26,575 | \$ | 34,832 | | |
| | | | | | , | | |
| PARO | | \$ | 425,712 | \$ | 398,913 | | |
| | BOS | \$ | 269,233 | \$ | 254,661 | | |
| | SRM | \$ | 156,479 | \$ | 144,252 | | |
| | | | | *************************************** | | | |

| | d Prince de la expresa de la pesci | of the state of | File (Edia | | | and the second | inducense) |
|--|---|---|---|--------------------------------------|---|---|--|
| Garistin | | 23177 Faller Francouring | | adfast caracteristic him the streets | Contracted the Contract consider some programmed on | TAKETANIA | an auto-recierto vivos de curtos de artico dicional de cantana calcularido de alcando de alcando de alcando de |
| USAG Fort Greely (P01) | | | | - 6 | 5.60 | | |
| | BOS | 200000000000000000000000000000000000000 | | \$ | 4,541 | | |
| | SRM | | *************************************** | \$ | 1,060 | | |
| | | | | | | | |
| USAG Fort Richardson (P03) | | | | | 4624498 | | |
| | BOS | \$ | 102,512 | S | 98,553 | | |
| | SRM | \$ | 61,174 | S | 83,945 | *************************************** | |
| 10.00 = 4.01 - 4. (00.0) | | | | | | | |
| USAG Fort Shafter (P04) | | C. | 2007 | 5 | 147.CO | | |
| | BOS SRM | \$ | 135,267 | \$ \$ | 117,691 38,105 | | |
| | SKIVI | - P | 75,181 | <u> </u> | 30,100 | *************************************** | ······································ |
| USAG Japan (P05) | | 10.516.30.500 | 01.84.94.94.18 | | | | |
| | BOS | \$ | 31,454 | S | 33,876 | | |
| | SRM | \$ | 20,124 | \$ | 21,142 | | |
| M-11-11-11-11-11-11-11-11-11-11-11-11-11 | | | | | | : | |
| KORO | | \$ | 383,754 | \$ | 306,868 | | |
| | BOS | \$ | 253,220 | \$ | 228,324 | | |
| | SRM | \$ | 130,534 | \$ | 78,544 | | |
| | | | | | | | |
| Area I Garrison (K01) | | control or of Total | lair es der commeng | restate (Casterni | | *************************************** | |
| | BOS | | | \$ | 61,603 | | |
| | SRM | | | \$ | 24,062 | ······································ | |
| | | a kinetiisia Missa | Kalendaria (1875-1875) September | atorio de Atorio de Societa | 200-11-21-21-11-11-11-11-11-11-11-11-11-11- | | |
| Area II Garrison (K02) | BOS | inningt Der | | 6 | 48,335 | | |
| | SRM | | | \$ \$ | 9,353 | | |
| | GINN | | | 3 | 3,300 | *************************************** | |
| Area III Garrison (K03) | | Complete Sales | | - 5 | | | |
| | BOS | \$2000000000000000000000000000000000000 | -53/8/5> 2:50/126/6/50/0 | \$ | 25,772 | | |
| | SRM | | | \$ | 7,515 | | |
| | | | | | | | |
| Area IV Garrison (K04) | | 1003 110 | | 1.5 | 241240 | | |
| | BOS | | | S | 29,097 | | |
| | SRM | ļ | | \$\$ | 12,113 | | |
| | | | | | | | |
| Korea Region Centrally Managed Progra | | 22.27 | | 0 | (8,0)(3 | | |
| | BOS | | | \$ \$ | 63,517 | | |
| | SRM | | 7 | . | 25,501 | | |
| | *************************************** | | | | | | |
| IMA HQ | | \$ | 295,537 | \$ | 162,825 | | |
| | BOS | \$ | 290,955 | \$ | 162,825 | | |
| ** | 14(1)~ | i .75 | /HI 455 | | 107 8703 | | |

| | | 10000 | | | | | i Gurtar | | iennis |
|-----------|---------------|-------|------------------|-------|---------------|-------|--------------------------|--------|----------|
| Gardson | Parine in the | 105 | ម្រៀងកាធ់ប្រើក្រ | - 45Y | ម្រេចទីម៉េស៊ា | 1), e | ស្សី ទុ កជាជួយក្រ | (5)(0) | Marannan |
| IMA TOTAL | | \$ | 5,804,778 | \$ | 5,722,317 | \$ | 95,799 | \$ | 85,799 |
| | BOS | \$ | 4,611,176 | \$ | 4,555,185 | \$ | 50,226 | \$ | 39,091 |
| | SRM | \$ | 1,193,602 | \$ | 1,167,132 | \$ | 45,573 | \$ | 46,708 |